

COMMON MYTHS THAT AFFECT
GOOD SUPERVISION

Nontraditional Target Audience

Management in State Government

Comprehensive Public Training Program (CPTP)

**Sponsored by the Governor's Office, Division of Administration
and the Department of State Civil Service**

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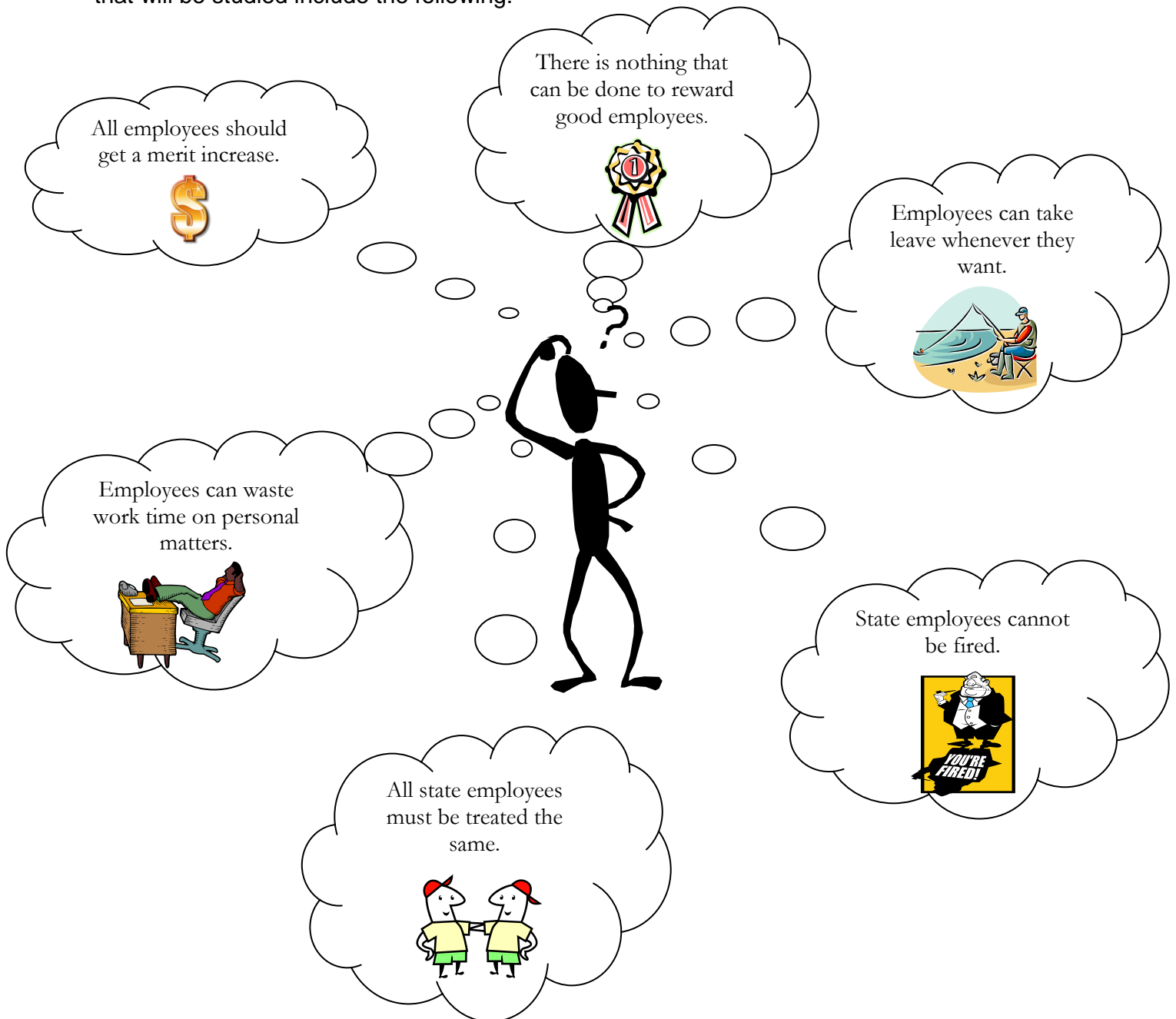
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Note: *The Civil Service rules can be found on the Internet at the following web site: www.civilservice.louisiana.gov*

COURSE DESCRIPTION

This class deals with a number of harmful, common myths that are found within the state government workforce. These myths can hurt productivity and morale. Belief in them can cause supervisors to feel powerless and not do a good job. Employees take advantage of these myths and this results in poor performance and unprofessional behavior that should not be tolerated. These negative effects spread, affecting every worker in the unit.

Participants will identify these myths and work with them in commonly found situations. Participants will then learn ways they can correct behavior resulting from these myths. Myths that will be studied include the following:



Brainstorming Session



Individually

Look at the common myths on page 3. Identify which exist within your unit.

Discuss with the group

How do these myths affect your staff/unit?



Myth # 1

"You can't fire a state employee."

Results of Myth:

- Supervisors often endure more problematical behavior than they should. Co-workers, the supervisor and customers suffer by allowing unacceptable behavior.
- Supervisors feel trapped by rules in managing problem employees. They feel *powerless* to act and believe their "hands are tied" by red tape and rules.
- Problem employees feel empowered by a false sense of job protection.

What you need to know:

- Civil Service does not exist to protect poor conduct and performance! It supports efforts to "raise the bar" of performance and morale.
- We must consider the rights of all involved when there are problems. Supervisors, co-workers and clients should be considered in whether to keep an employee.
- When supervisors "raise the bar" of expectations, it improves morale, productivity, and service to our clients, as well as increasing respect for the supervisor.

Number of separations vs. appeals

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Total separations	1838	1862	2239
Separations appealed	141	134	107
Separations reversed	5	7	8

This data includes those who resigned to avoid dismissal.

Use the probational period as a working test period!

- The probational period lasts from 6 to 24 months at the agency's option. A probational employee can be separated at any time. Consider separating them if they are not satisfactory.
- Probational employees do not have the same appeal rights as permanent employees. To have their separation reversed, probational employees must generally prove illegal discrimination based on race, sex, religious or political beliefs.
- Separation of a probational employee should not be done without a good business reason.
- Employees do not have to be given a reason for separation, but usually it should not be a surprise.



For permanent employees who are problematical...

- Use the PPR process for performance improvement or for help in building a case for dismissal. (However, remember PPR is not a disciplinary action.)
- Develop a plan of action with the employee to address problem areas. It is really good to put it in writing.
- Schedule regular follow-up measures to evaluate progress.
- If there is no improvement, talk to your chain of command about taking action up to and including discipline.
- Good documentation is key to separating an employee who is not performing adequately.
- Separation of a permanent employee should not be done without a solid business reason.



Myth # 2

"Merit increases are automatic, unless you're at your max."

Results of Myth:

- Employees believe that a merit increase is automatic if they get an overall PPR rating of satisfactory or better.
- The employee is rewarded for poor work habits or conduct.
- Other employees' morale suffers by the feeling of "Why bother?" if they see employees being rewarded for poor performance.
- There is loss of motivation to do good work when employees believe that a merit increase does not have to be earned.

What you need to know:

- A merit increase is not a right. It is not a yearly cost-of-living increase.
- All merit increases should be **DESERVED**, based on merit system factors as reflected in the PPR system.
- Withholding a merit increase is not a disciplinary action.
- "Needs Improvement" or "Poor" overall rating = NO merit increase.
- If the withholding of the merit increase is appealed to Civil Service based on illegal discrimination, the employee must prove it.
- Civil Service rules do not require that the employee be given a reason for a merit increase being withheld. Not granting a merit increase should not come as a surprise to the employee.



What you need to know (continued):

- Communicate year-round problems that may lead to withholding a merit increase.
- Help the employee improve weak areas. Your role is to build the success of the employee.
- An overall performance rating of "Meets Requirements" does not have to result in this increase if an area(s) of performance and/or work conduct are not satisfactory.
- Withholding an increase can serve as a motivator to improve or leave the job.

Group Exercise

Some of the major PPR factors are listed below. List an example(s) of work product or behavior that could result in a "Poor" or "Needs Improvement" rating for that factor. Your examples should be severe enough to recommend the withholding of a merit increase.

1. **Work product - the quality and quantity of work produced by the employee.**

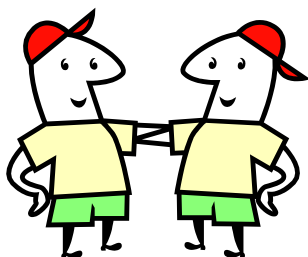


2. **Dependability- being where he/ she should be and doing what he/ she is supposed to do.**

3. **Cooperativeness - working with people.**

4. **Service to clients/public - providing effective and courteous service.**

5. **(For Supervisors' PPR rating only) – PPR counseling and rating of one's employees.**



Myth # 3

“All employees must be treated the same.”

Results of Myth:

- Supervisors think if they don't treat everyone the same, they are guilty of illegal discrimination.
- It causes supervisors to be afraid to address individual problems. It can keep supervisors from taking needed actions to improve morale, respect, productivity, etc.
- Managers are forced to use a “one size fits all” management approach. This can result in the following: a) the good are punished for the bad, and b) problems are not addressed and solved.
- It stops the individual handling of employees' strengths and weaknesses.

What you need to know:

- Good supervision requires that employees be treated differently to better meet their needs and those of their co-workers and customers. Consider employees' work histories, duties, etc.
- Employees with job-related problem behavior can be treated differently from their coworkers.
- Never illegally discriminate based on race, sex, religious or political beliefs, age, disability, etc.
- Look at situations on an individual basis. As a general rule, treat employees who behave in a similar way in a similar manner. This does not mean they have to be treated exactly the same.
- Pool strengths and address weaknesses to the advantage of the team.

Group Exercise: Discuss solutions for the following:

1. Breakfast begins at 7am every morning. Your employees are required to be at work by 5:30am to begin making breakfast. For the past two weeks, one of your employees has been coming to work at 6:00am.



A. Can you place restrictions on this employee without restricting your other employees?

B. What could you do?

2. Each of your four employees receives a list of work order requests. The work orders are to be completed by the end of the shift. You have noticed that one of your employees has not been completing all of their assignments by the end of the shift.



A. Would it be okay to require this employee to let you know when he completes each job?

B. Do you have to require all the other employees to do this also? Why?



Myth #4

"There's nothing I can do to motivate or reward good employees."

Results of Myth:

- It is believed that money is the only, or primary, motivator of employee performance.
- There is little recognition of a job well done.
- The employee feels there is no reason to perform well and he or she loses the will to do a good job.

What you need to know:

- Money and a higher job are not the only rewards or recognition that are of value to the employee.
- Encouraging and recognizing employees' good work is critical in motivating employees and improving their morale.
- A simple "Thank you!" or "Job well done!" encourages employees' best efforts.
- A brief e-mail, memo or letter commending the employee, a word of praise, especially in front of co-workers, recognizing contributions and asking employees for their ideas (and respecting them), are ways to make work a satisfying experience.
- There ARE options available in the Civil Service rules to reward good employees and enhance morale. Some of them are listed below, in general terms. For more specifics, see the rules on the Internet at the Civil Service web site – www.civilservice.louisiana.gov



Group Exercise:

List four ways that you currently reward and recognize your employees for doing a good job. What affect does it have on the morale of your employees?

1.

2.

3.

4.

A web site that you may wish to use to produce a "Certificate of Appreciation" or a "Certificate of Excellence" for your employees is:

<http://search.officeupdate.microsoft.com/TemplateGallery/ct77.asp>



***Note: For more ideas
on recognizing and
rewarding employees,
refer to Appendix C
on page 25.***

1. Rule 6.16(g) permits those employees who have achieved at least 12 years of continuous state service and have reached the maximum of their pay range, to be granted by the appointing authority, at his option, a lump sum payment of up to 4% of the employee's base salary. The employee must have been at the same range dollar maximum and had satisfactory performance for at least three years. This cannot be granted more frequently than once every three years.
2. Rule 6.16.1 permits agencies to have Rewards and Recognition programs for individual employees or for employee groups for significant achievement. Rewards may be monetary or non-monetary. The Civil Service Commission must approve an agency policy for this rule to be used and such policy must be posted. Recipients of monetary rewards must be publicly posted. Such payment must be given as a one-time lump sum and shall not exceed a total of 9% of the employee's base salary within a fiscal year.

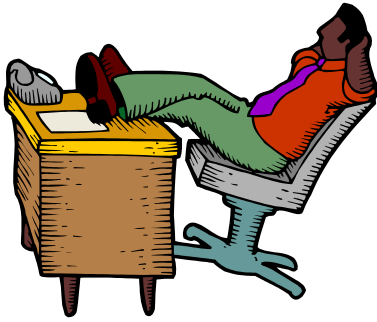
FY 2006-2007

- **45 agencies granted monetary rewards**
- **2,010 classified employees received a combined total of approximately \$928, 000 under this Rule**

3. Rule 6.16.2 permits an appointing authority, at his discretion, to make optional pay increases that shall not exceed 10% in a July 1 to June 30 period to a permanent employee. There must be an agency policy to apply this rule and the Civil Service Commission must have given it prior approval. Recipients must be publicly posted. It can be used -
 - to compensate employees for performing additional duties. (For this condition only, the following stipulations apply. If an employee has a level of work of Administrator or higher on his job specification, the agency must petition the CS Commission for any increase. For other employees, the agency may grant up to 5% under its own policy; if the agency wants to give more than 5%, it must get Commission approval.)
 - to recruit employees into positions for which recruiting is difficult
 - to retain an employee whose loss would be detrimental to the state service
 - to adjust pay differentials between comparable employees

FY 2006-2007

- **56 agencies awarded lump sum and/or base pay payments**
- **879 classified employees received a combined total of approximately \$2.4 million under this Rule**



Myth # 5:

"My employees waste work time on personal matters, but there's nothing I can do about it."

Results of Myth:

- Employees are not expected to be ready to work at the beginning of business.
- This myth invites low morale.
- It allows poor customer service.
- Deadlines are not met.
- It diminishes the sense of fairness among co-workers.

What you need to know:

- You are responsible for getting employees to do their work.
- While we can reasonably assume employees will spend some time on personal matters, the DEGREE to which they do so can cause problems.
- Good supervision will control inappropriate time wasters. Consider...
 - a) Reassess how much work everyone has to do. Too much personal time can mean the employee does not have an adequate workload.
 - b) Get the backing of your chain of command and then counsel the employee. Give a memo of counseling stating what you told him/her. Include why he/she is being required to change his/her behavior, e.g., morale of co-workers; quality of service is hurt because the phone is tied up with personal calls which prevent clients from getting through, etc.
 - c) Discipline the employee if the behavior continues.

Group Exercise:

1. One of your employees takes frequent smoking breaks. Co-workers are complaining.



A. What are some things that you might do?

2. One of your employees is frequently away from their work area. These absences are causing work to go undone or be delayed.



B. How would you handle this problem? Why?

3. “Wild Card”: Pick one of the two problems chosen by the class to answer.



C. How would you handle this problem? Why?

Myth #6

"I've earned that leave and I can use it whenever I want!"



Results of Myth:

- False sense of entitlement to use leave.
- Staff does not recognize authority of supervisor to deny leave when appropriate.
- Staffing problems.
- Overtime problems.
- Quality of the unit's work can be compromised.
- Morale of staff is negatively affected.

What you need to know:

- CONSIDER THE GREATER GOOD of ALL your employees and your customers!
- The supervisor has the right and responsibility to manage leave usage in a manner that considers customer service and the needs of the unit.
- Lead by example and be a role model. Your leave record should be responsible. Be reasonable. Don't "play favorites."
- If you wish to change your way of managing leave, do the following:
 - Get the support of your chain of command and the Human Resources staff!
 - If you "tighten up" on the management of leave, let your employees know the new rules before you start using them.
 - Remember employees do NOT need to be dealt with in the same manner. Good employees should not be punished for those employees who are frequently absent.
 - As a general rule, treat employees who behave in a similar manner similarly. If this is not done, employees can feel like you are treating them unfairly.
 - Employees should be counseled and dealt with individually. (In other words, do not punish the good for the bad. This is harmful to morale and basically unfair.)

Overview of the Family and Medical Leave Act - (FMLA)

1. This is a federal law to which eligible state employees are subject. A more detailed explanation of FMLA may be found at the following web site:

www.dol.gov/esa/public/regs/compliance/whd/1421.htm
2. An eligible employee must be given the FMLA leave he needs, up to 12 workweeks of job-protected leave during a 12-month period.
3. FMLA guarantees the protection of an employee's job and benefits for the FMLA period; however, FMLA leave is not a separate "pot of leave."
4. For state employees, accrued, appropriate paid leave is used for FMLA. If the employee runs out of appropriate paid leave, leave without pay makes up the rest.
5. Who is eligible to use FMLA leave?
 - a. Those who have worked for the state for a total of at least 12 months, and
 - b. Those who have actually worked (leave does not count) for at least 1,250 hours during the 12 months prior to beginning FMLA leave
6. Reasons for which FMLA leave may be taken:
 - a. Birth of a child, and to care for the newborn child
 - b. Placement with the employee of a child for adoption or foster care and to care for the newly placed child
 - c. To care for a spouse, child or parent, as defined by FMLA, who has a "serious health condition" as defined in that law
 - d. For the employee's own "serious health condition"
7. The agency may place an employee of FMLA leave without the employee's requesting it and the agency may require certification of the condition.

CONSULT YOUR HUMAN RESOURCES OFFICE ABOUT FMLA!
This is just a general overview guide!

Removal From State Service Due to Absence From Work

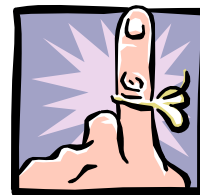
Civil Service Rules 12.6(a) 1 and 2 permit an agency to **non-disciplinarily** remove employees for certain absences. The rule provides:

12.6 Non-disciplinary Removals.

- (a) An employee may be non-disciplinarily removed under the following circumstances:
1. When, on the date the notice required by Rule 12.7 is mailed, hand delivered, or orally given, the employee is unable to perform the essential functions of his job due to illness or medical disability and has fewer than eight hours of sick leave. An employee removed under this provision shall be paid for all remaining sick leave.
 2. When, after the employee has been given written notice that his attendance requires improvement and a copy of this rule, an employee has seven or more unscheduled absences during any consecutive twenty-six week period. The employee shall also be given written notice each time he incurs a sixth unscheduled absence during a consecutive twenty-six week period. An unscheduled absence occurs when an employee is absent from work without having obtained approved leave prior to the absence. Approval of leave, after the fact, to cover an unscheduled absence shall not prevent the absence from being considered unscheduled. A continuous absence for the same reason is one unscheduled absence, regardless of its duration.

Points to Remember for Rules 12.6(a)1 and 2:

1. All agencies may use this rule.
2. Rule 12.6(a)1 **cannot** be used until after the employee has exhausted FMLA eligibility.
3. Rule 12.6(a)1 can be used **only** if the employee cannot return to work with or without reasonable accommodations.
4. FMLA absences **cannot** be counted for purposes of Rule 12.6(a)2.
5. Leave policy variances that are approved as ADA or state law accommodations **cannot** be counted for purposes of Rule 12.6(a)2.
6. An unscheduled absence is one that the employee did not obtain approved leave in accordance with the agency's policy before the absence.
7. Rule 11.27(g) allows an agency to place an employee on leave without pay for an unapproved absence. An absence is unapproved if the employee did not follow agency policy for obtaining approved leave.
8. In addition to imposing leave without pay, an agency may discipline an employee for failing to follow attendance and leave policies.



Management of Annual Leave – Chapter 11 Rules

1. Annual leave can be used only with the permission of the appointing authority (normally delegated to the supervisor).
2. Annual leave can be denied. Employees do not have a right to use annual leave whenever they wish (except for valid FMLA usage).
3. The approval of annual leave to cover frequent tardiness tends to encourage employees to be tardy.

(Refer to Appendix E on page 27 for more information about Annual leave)

EXERCISE: Describe some myths regarding annual leave.



A)

B)

C)

D)

Management of Sick Leave – Chapter 11 Rules

1. Sick leave cannot be denied if: a) it is accrued; b) it is legitimate, and, c) it is taken in accordance with the agency's procedure for its approval.
2. Sick leave is used for the employee's own illness, disability, medical appointment, or treatment. The Civil Service rules do not permit its use to care for sick family members or for personal business or vacation.
3. A doctor's statement or some other proof acceptable to the agency of legitimate leave usage can be required at any time.
4. It is not illegal discrimination to require doctors' statements only from those who often take sick leave or whom you suspect of leave abuse.
5. If the employee fails to adhere to absence guidelines, especially after being warned and/or reprimanded, he may be disciplined.

(Refer to Appendix F on page 28 for more information about Sick leave)

EXERCISE: Describe some myths regarding sick leave.

A)



B)

C)

D)

Leave without pay – Chapter 11 Rules

1. Authorized leave without pay may be taken only with the approval of the appointing authority (authority usually delegated to the supervisor). Leave slips are submitted for this.
2. Unauthorized leave without pay can cover a period of unauthorized absence, such as tardiness, unapproved long lunches or breaks, or unauthorized leave for sick or personal reasons, (such as the employee's failure to bring a doctor's statement when required to do so). Leave slip approval is not generally sought for unauthorized leave, but the supervisor should maintain documentation of dates and periods of time involved.
3. Being on time for work should be defined as being “duty-ready” at the very beginning of the workday. There is no such thing as a “grace period” to get to work.

Compensatory leave (k-time) – Chapter 21 Rules



1. Compensatory leave is earned by working overtime.
2. Compensatory leave can be used only when it is approved by the appointing authority.
3. An employee may be required to take accumulated compensatory leave at any time, except for legitimate sick leave purposes.

APPENDIX A – ADDITIONAL MYTHS

1. "An agency must promote from within before it can go to the outside."

Civil Service rules do not require internal promotions ahead of other methods of filling a vacancy. Sometimes, an agency needs to hire or promote an outside person to get the person best qualified for the job. However, you should consult your Human Resources Office to see if your agency has any policies in this regard.

2. "An agency must promote the senior person first."

Civil Service rules do not require that the senior employee must be promoted ahead of others. Seniority is one factor of several which should be considered. Consult your Human Resources Office to see if your agency has any policy in this regard.

3. "My agency cannot require me to work overtime if I don't want to."

Civil Service Rule 21.1 states: "An employee in the classified service may be required by his appointing authority to work overtime."

4. "You can't make me do something unless it's in my job description."

The supervisor has the right to assign necessary, job-related duties, even if these are not written in the employee's job description. These must never be illegal, immoral or unethical, of course. Be conscious of the employee's having a legal certificate or license if one is required to perform certain duties. Be conscious of qualifications and any OSHA safety requirements for the position. Update position descriptions (Standard Forms 3) when duties undergo a significant, ongoing change.

5. "My agency cannot change my shift."

An agency may change the shift of an employee. Of course, if the agency has a policy in this regard, it should follow its policy.

6. **"An employee, especially one new to the state, must be hired at the minimum of his or her pay range."**

Several Civil Service rules permit employees, under certain circumstances, to be hired at a rate higher than the minimum of the pay range. Supervisors should always consult with their Human Resources Office and get the approval of their chain of command before offering a higher salary. These special pay rules exist to help recruit and keep the best candidates. See Rules 6.5 (g); 6.5 (c); 6.5(b); and 6.28 (c).

7. **"If a person wants to be rehired after leaving state service, he has reemployment rights and must be hired before anyone else."**

Civil Service Rule 8.18 permits an agency to non-competitively re-hire a former classified employee under the conditions listed below. This is properly known as non-competitive reemployment eligibility. It is NOT a right or an entitlement. It is one of several options an agency may exercise in hiring, all of them equally legal. An agency may non-competitively rehire a person into any job which has the same or lower entrance salary as the current minimum for the job in which he had permanent status, in the past 10 years. He must have left state service in good standing (was not dismissed for cause or resigned to avoid dismissal) and meet the minimum qualification requirements for the position.

There are a few rare exceptions to this provision that may require the passing of an applicable Civil Service selection procedure. If you have any questions in this regard, check with your Human Resources office.

Appendix B

Why we don't practice R & R (Recognition and Reward):

- "Why should I reward employees for doing their jobs?"
- "I don't receive any recognition or rewards, so why should others?"
- "I don't know how."
- "I don't have time."
- "Recognition doesn't matter to people."
- "Someone else should do it."
- "I'm limited in what I can do."
- "I'm uncomfortable doing it."

Why we should practice R & R:

- Employees feel they are making a contribution.
- It promotes respect of co-workers.
- It promotes a positive work environment.
- It's a win/win endeavor.
- It's a motivator.
- It improves employee retention rates.
- It indirectly enhances our image as state employees.

R & R motivates staff:

- You get what is rewarded.
- It takes little or no money.
- Everyone wants to be appreciated.
- Behavior is controlled by its consequences.
- Management is what you do with people, not to them.

Nuts and bolts of R & R:

- Know your staff.
- Be consistent.
- Be creative.
- Keep it simple.

Appendix C

Low and No Cost Ideas

- One-on-one, in person thank you
- Public acknowledgement of good work
- Note of thanks (written or e-mail)
- Individualized certificate
- Newsletter or website mention
- Rotating trophy
- Luncheon date with the employee
- Develop awards to encourage specific performance
- Post a banner
- Special parking place
- Participate in Public Employee Recognition Program
- Name a day in honor of the employee
- Motivational staff meetings
- Acknowledge good work with stickers and stars
- “Wall of Fame”

For additional ideas check out the DSCS web link: www.civilservice.louisiana.gov Select from the options the HR Ideas and Job Aids for further ideas which may prove helpful.

Appendix D

Employee Recognition Survey

People are individuals. How one person would like to be recognized for his or her efforts may be different from one's co-worker. Our unit would like to know how you would like to be recognized and what you are willing to do to make our workplace a more supportive environment. Please remember that cash rewards are not a possibility at this time. All responses will be shared only with your immediate supervisor.

I prefer to be recognized by (check all that are true).

- ☐ Public praise
- ☐ Praise given privately in person
- ☐ Note of thanks
- ☐ Letter of commendation for personnel file, copy to unit/department head
- ☐ E-mail messages to unit
- ☐ Personal e-mail
- ☐ Through departmental newsletter or website
- ☐ Opportunity to attend training of my choice, with your approval
- ☐ Opportunity to participate in committees and task forces
- ☐ Consideration for a unit award for customer service, safety, cost-saving ideas, etc.
- ☐ Serve on a nomination committee for recognition awards.
- ☐ Participate in a program to recognize my co-workers' efforts.
- ☐ Serve on a committee to develop and maintain recognition in our workplace.

Please list any other ideas you may have to show general appreciation to staff.

Name _____ Date _____

Supervisor _____ Date _____

Appendix E

Annual Leave

1. Annual leave can be used only with the permission of the appointing authority (normally delegated to the supervisor). It can be denied. Employees do not have a right to use annual leave whenever they wish (except for valid FMLA usage). It is a *myth* that an employee can take annual leave whenever he wishes. The needs of the unit and the customers need to be considered.
2. The supervisor should not be unduly nosy, but he or she does have the right to ask an employee why he needs annual leave. Typical examples: a) An employee has been asking for too much time off and his leave usage needs to be more closely managed. b) Several employees ask for the same day off and the efficient operation of the unit will not permit it. Without practicing illegal discrimination, the supervisor can refuse to grant annual leave if he has a rational business reason. It does not have to be based on who applied first for the leave. Other rational business reasons such as pattern and frequency of leave usage among your employees, etc., can be used to help you manage the use of your staff's annual leave.
3. An employee who calls in at beginning of business and states that he will be late or that he needs to be out for the day to handle some business can be asked the reason why and can be denied annual leave. Furthermore, the employee can be placed on unauthorized leave without pay for the period of such unauthorized absence. Or, leave can be granted for only a portion of the day if it seems reasonable that only a portion of the day should be needed. The approval of annual leave to cover frequent tardiness tends to encourage it.
4. Annual leave cannot be denied when needed for valid Family and Medical Leave (FMLA). However, if it is for the employees own serious health condition, the agency may first require the use of accrued sick leave.

Appendix F

Sick Leave

1. Sick leave cannot be denied if: a) it is accrued; b) it is legitimate, and, c) it is taken in accordance with the agency's procedure for its approval.
2. Sick leave is used for the employee's own illness, disability, medical appointment, or treatment. The Civil Service rules do not permit its use to care for sick family members or for personal business or vacation.
3. A doctor's statement or some other proof acceptable to the agency of legitimate leave usage can be required at any time. Ideally, this should be done on an individual basis for those who frequently take sick leave, especially for short, unplanned absences and for those you suspect of abusing leave. The doctor's statement can be required for every request for sick leave, no matter how short the time. (Some FMLA guidelines need to be considered - check with your Human Resources Office.) NOTE: Regarding health care appointments, sick leave can be used only for the period actually needed for the appointment and related travel; it is not to be used for any longer period of time.
4. The supervisor should direct the employee to submit the doctor's statement directly to him (or a designated backup person in the supervisor's absence) immediately upon the employee's return to work or within a time deemed reasonable by the agency. The employee should be told that failure to do this may result in: a) leave without pay for that period, and, b) possible disciplinary action.
5. It is not illegal discrimination to require doctors' statements only from those who often take sick leave or whom you suspect of leave abuse. It is not necessary to accept, without question, a physician's certification that looks inadequate or strange to you. Work with your Human Resources Office regarding this. Agencies may have a doctor verify in writing that the employee is unable to perform the essential functions of his job.
6. If the employee fails to adhere to absence guidelines, especially after being warned and/or reprimanded, he may be disciplined.